

The Year In Review: GCAG Papers Span Printing Management, Technology, Applications, and History

By

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For a number of reasons, I am honored to write the December Graphic Communication Advisors Group (GACG) article, the last one of 2022.

- I've been privileged to coordinate an organization under the name of our founder and one of the most respected advocates for the printing industry, the late Raymond J. Prince.
- I've been given the opportunity to work with and support an amazing group of critical thinkers, the GCAG advisors, dedicated to the growth and betterment of graphic communication and the printing industry.
- I've been provided the privilege of working with a volunteer organization focused on "giving" to enhance the professional development of our industry's companies and the many men and women on all levels who are advancing the importance of communication via print.

What is the Graphic Communication Advisors Group (GCAG)?

The *Raymond J. Prince* Graphic Communication Advisors Group is a group of specialists and experts accessible to the printing, publishing, packaging, and

related communities

(<https://hrlevenson.wixsite.com/gcag>). The group provides fresh, outside perspectives representing a broad range of experiences and a long-term commitment to all facets of the graphic arts industries. Many of the GCAG consultants and practitioners are industry's "household names" and best-known managers, technologists, scientists, researchers, authors, and Expert Witnesses. They bring the power of their deep expertise and problem-solving acumen to bear on training and solving difficult problems.

This Last Article of 2022 Recognizes the Year's Authors

For this last paper of 2022, I decided to do something different. Instead of another tutorial by me (I already did the June submission), I decided to further honor this year's authors by providing a synopsis of their wisdom, all in one presentation. Further, this will also serve as the second annual GCAG journal of the complete works of each author. Last year's 2021 journal was presented in January 2022. Now you have it in December of the year in which the papers appeared. The papers demonstrate the diverse expertise of the GCAG advisors.



THE 2022 SUBMISSIONS

- **Month of Publication**
- **Author**
- **Paper Title**
- **Synopsis of Paper**
- **Link to Full Paper**

January 2022

Hal Hinderliter, Ph. D.

Accessible Publishing: A Valued Skill for Graphic Communicators

Hal Hinderliter's article provides value for our industry's long-range planning considerations, and could drive decisions on growth for companies of all sizes. The article covers transformations in light of modernizations of content creators such as design studios and service providers such as printing companies. It includes changes occurring in non-print services such as websites and email campaigns, and in other interactive media. The article also covers accessibility of services for going from print-to-digital for media, accessible formats, and meeting company expanding needs and capabilities.

Full Article

<https://hrlsite.files.wordpress.com/2021/12/1.-hinderliter-accessible-publishing-final.pdf>



February 2022

Howie Fenton

Howie Fenton Consulting

A Roadmap to Becoming an Industry Leader in Print Production

In his article, Howie Fenton stresses the importance of having multiple skill sets that he calls traditional and new skills needed to be successful in the modern printing industry. He presents examples of how production expertise relates to specific leadership requirements such as listening, identifying staff skill levels, hiring the right type of person, developing a competitive edge, problem solving, and understanding the risks of new technology. Fenton also stresses the importance of knowing how to quantify day-to-day performance, and establishing what he calls “benchmarking ratios.” His article describes five specific strategies used by industry leaders: Process improvement, root cause analysis, bottlenecks assessments, cross-training, and software automation. Fenton concludes that, while many companies believe they are world-class manufacturers, only a few achieve that level of performance when not practicing the management strategies that he describes.

Full Article

<https://tinyurl.com/2nmx8ee5>



March 2022

Laura Moynihan

Principal, Digital Helpmates

Password Hacking Is *Not* Magic

Laura Moynihan teaches how to create and easily access multiple passwords that cannot be hacked. She points out: “The mechanics of hacking seem too complicated for most home and business users to spend their time wondering about.” Moynihan stresses that if you want to create passwords that cannot be hacked, “...it’s crucial to avoid passwords that are short, similar, or simple.” According to Moynihan, “understanding how we are hacked or...how our passwords are guessed, is key to keeping our information safe.” Her article describes the most common methods of hacking passwords and safeguarding them. Most importantly, Moynihan offers what she calls the “antidotes” to attacks, and describes the use of Password Managers as safeguards. She recommends LastPass for developing personalized long, complex, and unique passwords that are easily accessible with no need to memorize them. Her approach to password development and protection is a “game changer” in foiling hackers; a growing concern among individuals and companies. Moynihan presents an approach to password development that, for the most part, cannot be hacked, and covers the importance of having a Digital Disaster Plan.

Full Article

<https://tinyurl.com/44nebrj>



April 2022

Steven Schnoll

LEVERAGING PRINTING’S GREAT JOURNEY WITH NEW IDEAS – The value of omni-channel marketing

Steven Schnoll defines omni-channel marketing as a seamless business strategy using multiple marketing techniques including print and digital across channels using devices and platforms to promote products and services. He says that those who have not implemented such a strategy may not realize the negative impact on their businesses. Schnoll said, “I have long felt that my mission as a management advisor has been to bring back traditional graphics-oriented organizations from the brink of a broken business plan to one with great potential.” Schnoll shares some of his own personal experiences as a former printing business owner. He describes the role that stakeholders—employees, customers, vendors, and others—play in such efforts. Schnoll’s marketing strategy is a modern vision for a printing company’s success today and in the future. For example, he describes how Artificial Intelligence, and even social media such as Tik Tok, opens doors for business growth. He emphasizes that printing by itself is no longer the single way for printing companies to deliver content.

Full Article

<https://tinyurl.com/2p9fysa8>



May 2022

John E. Hyde, Esq.

A Reality Check to Better Understand Worst Case Scenarios for Owners of Printing and Graphic Communication Companies

John E. Hyde, Esq., discusses worst case scenarios and the most common misunderstandings among printing company owners and those looking to acquire failing businesses. He describes how it is hard to grow and survive in today's business climate, and how a growing number of printing companies are facing bankruptcies or selling companies. Hyde points out that, the owners of "treading water" companies that seek his help for non-bankruptcy debt restructuring or "orderly wind-down" of their business never thought they would ever face this situation. And, some companies, Hyde points out, are seeking to grow by acquisition, and "looking to learn valuable insights for connecting with owners of struggling companies." In both cases, Hyde points out, "worst case scenarios are misunderstood." He presents some of the most common misunderstandings, and presents examples of four "extreme measures" that can be quickly implemented when a situation arises that can impact business viability. Any printing company owner or CEO should heed John Hyde's advice in light of today's business uncertainties, and in the event that an unexpected 'worst case scenario' develops.

Full Article

<https://tinyurl.com/2p9rx4p2>



June 2022

Harvey R. Levenson, Ph. D.

**PAPER—YESTERDAY, TODAY, TOMORROW—CHANGE IS ON THE WAY!
The Evolution of "Paper to Paper"— A Journey Defining Print Media and the Printing Industry's Future**

Harvey Levenson describes what he calls the evolution of "Paper to Paper" and the use of paper in the printing industry's future. He says: "Paper, the magical carrier of knowledge and information, has been the most pervasive vehicle to advance civilization for centuries." Levenson explains that imaging on paper (text and graphics) is what made print the most meaningful, detailed, pervasive, and influential media. He maintains that it will continue to be so, but the nature of paper as a substrate for the delivery of content is changing. Levenson said, "What I've written is from years of researching the earliest concepts about the changing structure of substrates, and how paper is becoming digital. History shows that concepts about technology often become realities, but sometime takes decades to evolve." His paper addresses the evolution from traditional paper to synthetic paper to e-ink/e-paper to "clickable paper," and "smart packaging." Previous studies are cited on the advantages of "printed" books and other media, whether on traditional or electronic paper.

Full Article

<https://tinyurl.com/y9k8y96s>



July 2022

Sid Chadwick

COLLABORATION—For Performance Improvement - Omitted by Tradition

Sid Chadwick explains a communication concept that he coined, *Joint Sales Call Protocols*. This means that in effective sales in today's market, collaboration among creative thinkers across company operations helps to strategize sales approaches for different prospective clients. These could include sales staff as well as marketing, production, executive management, and even suppliers. The resulting sales strategy, Chadwick teaches, may vary for each prospective client. In his article, Chadwick explains how to achieve this, and provides anecdotes of successful strategies that he has implemented. He presents a refreshing and creative approach recognizing that all departments of a printing or related company may have ideas to contribute to successful sales. Chadwick's concept applies to companies of any size: small, medium, or large.

Full Article

<https://hrsite.files.wordpress.com/2022/06/gcag-7-22-chadwick-final.pdf>



August 2022

Ken Macro, Ph. D.

A History Lesson for Today's Printing Industry—

Joseph Moxon, Printer: Using Science and Standardization to Advance the Scientific Revolution

In his article, Macro wrote, "Little attention is given to the roots of the printing industry and its impact on today's knowledge and learning." Focusing on 17th century printer, Joseph Moxon, Macro suggests that it "might be refreshing to many to sit back and take in our industry's history to understand the important role that printers and publishers play today, because it has not changed for the past 500 years, and may not change for the next 500 years." It is we often hear that "history is a window on the future," and Ken Macro's article is a perfect example of how the issues, values, and contributions of innovative printers of centuries ago, are the same today and will likely be those of the future.

Full Article

<https://hrsite.files.wordpress.com/2022/07/km-gcag-7-22-1.pdf>

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September 2022

John E. Hyde, Esq.

The Road Map for Successful M&A Starts with Chemistry Among Principals

In his second article of the year, John Hyde, describes what is the single most critical consideration for success or failure in Mergers and Acquisitions of companies in the graphic communication industry. He points out that the number one consideration is chemistry among principals, closely followed by the strategic fit between buyer and seller, and that the financial-legal transaction details have to be fair and balanced. Further, Hyde describes how harmonious interaction among people is critical for M&A success, and cites personal anecdotes. From his years in the industry, Hyde provides tips for assessing chemistry among principals, and describes how a lack of such chemistry often leads to turbulent break-ups of long-standing M&A partnerships. In times of business uncertainties and increased explorations of mergers and acquisition opportunities among graphic arts companies, efficient and transparent negotiations are vital for successful closures. Hyde clearly explains how to achieve this. His article will be of interest to companies presently involved in M&A negotiations or plans to be in the future.

Full Article

<https://hrsite.files.wordpress.com/2022/08/hyde-gcag-sept-22-final.pdf>

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October 2022

Steven Schnoll

Transforming Your Leadership Strategies

In his second 2022 offering, Steven Schnoll describes the importance of knowing how to inspire and provide clarity that addresses internal staff and client concerns in a digitally driven industry. He stresses the importance of company leaders in the graphic arts industry knowing what they don't know, and taking steps for professional development in motivating staff and in helping clients reach their business targets. Schnoll emphasizes that "...it all starts with looking at new opportunities that solve customer challenges with real-time solutions..." and describes a "thought process" for doing so. One method Schnoll suggests is a "SWOT analysis" to assess *Strengths, Weaknesses, Opportunities and Threats*. He describes how to do this as well as steps for examining internal empathy for new approaches to company and client success. Schnoll offers practical advice in making a company more customer viable in today's digital world. His article is clear, concise, and focused in providing valuable insights for graphic arts companies of all sizes.

Full Article

<https://hrsite.files.wordpress.com/2022/09/schnoll-leader-strategy-final.pdf>

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November 2022

Peter Schlosser, Ph. D.

Leadership in Print Manufacturing – Who will be there from the next generation?

Peter Schlosser makes the point that the printing industry is not immune from worldwide employee shortages and suggests: "We now must turn our attention to expanding the candidate pool and their qualifications to include a

sustainable balance for the future workforce and their leadership.” Schlosser points out that while automation is plays a role in needing fewer employees, it does not replace the need for “creative workers, strong passionate leaders, empathetic supervisors, cutting edge marketing people, and a talented sales force,” so important for company success today and in the future. Schlosser poses original and creative thoughts on what our present leaders should consider in enhancing the image of our industry and interest in joining it. Schlosser describes a study he is conducting to shed light on this important matter.

Full Article

<https://hrsite.files.wordpress.com/2022/11/gcag-schlosser-final.pdf>

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December 2022

Harvey R. Levenson, Ph. D.

The year in review: A compilation of GCAG papers spanning printing management, technology, applications, and history

In the review above, GCAG coordinator, Harvey Levenson, pays tribute and gives recognition to the year’s authors for their monthly contributions to the professional development of our industry’s companies and their dedicated men and women. This offering also serves as a journal of the 2022 submissions.



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***Dr. Harvey R. Levenson** is Professor Emeritus and former Department Head of Graphic Communication at Cal Poly State University in San Luis Obispo, California. His research and teaching specialties are communication, intellectual property, media, printing, and technology. With approximately 100 publications, including 12 books, Dr. Levenson is often called upon as an Expert Witness in these areas*